

Historic, Archive Document

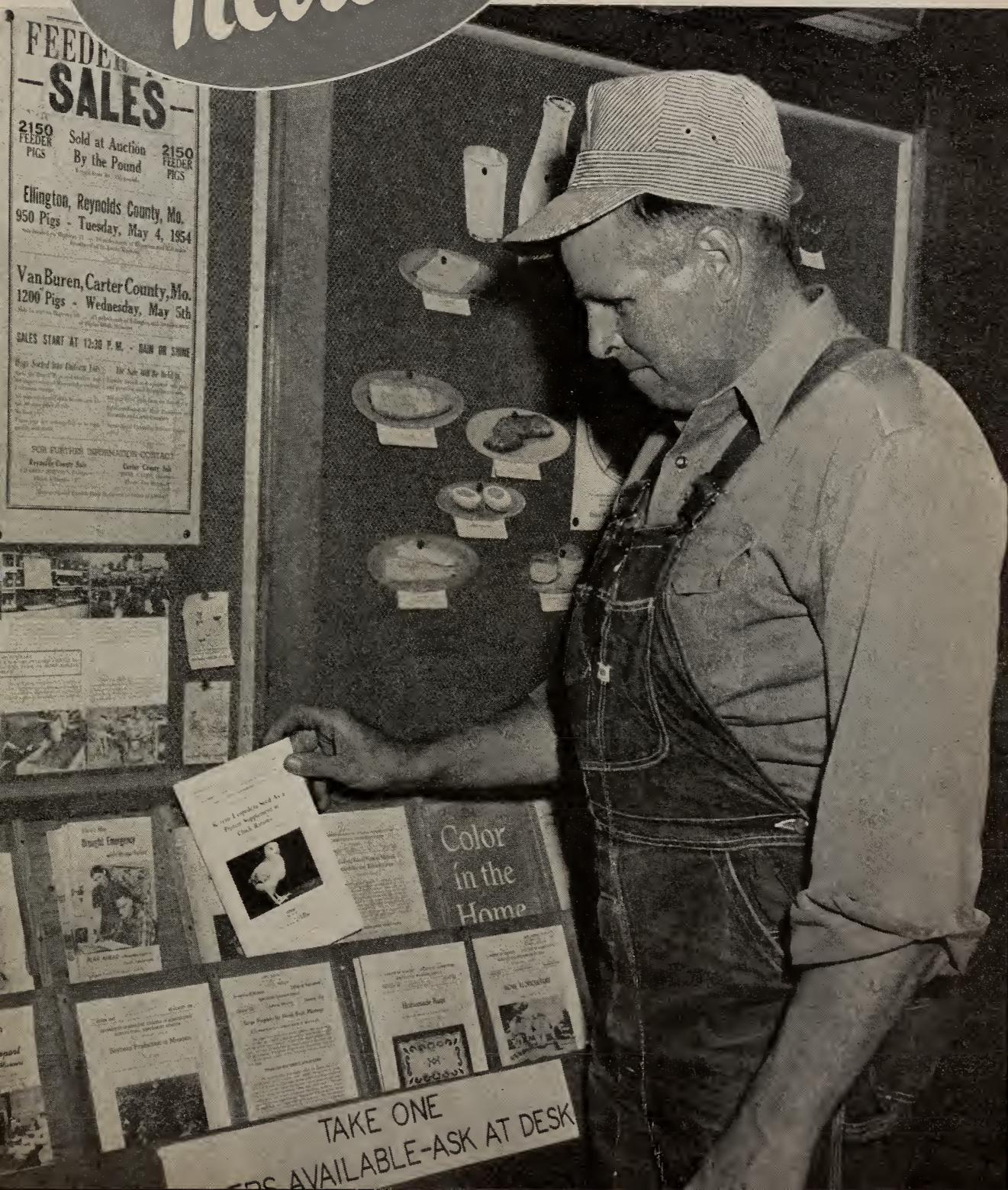
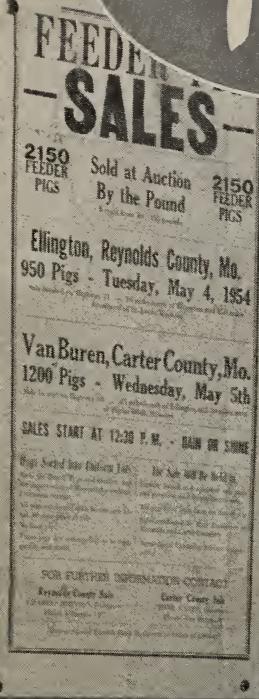
Do not assume content reflects current scientific knowledge, policies, or practices.



EXTENSION SERVICE Review

JULY 1954

Featuring the County Extension Office



In this Issue—

How is the Office Front?

Karl Knaus

Page

131

Confidence Brings Them Back

Lucien D. Paquette

132

Public Relations Begin in the Office

G. J. Kunau

133

Let's Advertise and Sell Our Product

John Maxwell

134

We Remodel Our Office

Virgil N. Sapp

135

Using the Annual Reports

W. B. Wood

136

Reaching the Other 80 Percent

John C. Page

139

How Does Your Office Grow

Loretta V. Cowden

140

What Brings Out the Crowd?

Joe Havelka

142

The Record Speaks With Authority

Verne Beverly

144

Calendar Keeps Track of Events

Richard Reath

146

Official Organ of the
Cooperative Extension Service
U. S. Department of Agriculture
Washington 25, D. C.

EXTENSION SERVICE
Review

VOL. 25

JULY 1954

NO. 7

Prepared in Division of Information Programs

LESTER A. SCHULP, Director

CLARA BAILEY ACKERMAN, Editor

DOROTHY L. BIGELOW, Associate Editor

GERTRUDE L. POWER, Art Editor

Published monthly by direction of the Secretary of Agriculture as administrative information required for the proper transaction of the public business. The printing of this publication has been approved by the Director of the Bureau of the Budget (July 8, 1952). THE REVIEW is issued free by law to workers engaged in extension activities. Others may obtain copies from the Superintendent of Documents, Government Printing Office, Washington 25, D. C., at 10 cents per copy or by subscription at \$1.00 a year, domestic, and \$1.50 foreign.

Ear to the Ground

- We have had a number of requests from readers for more help with office problems—why can't we have more items on filing, on how to keep the staff informed, how to store bulletins, what are the minimum requirements in office space—and many more questions like them? This issue is the answer, or at least as much of the answer as could be included in 24 pages. Some good articles just wouldn't fit in and will be left over until next time. It is surprising how many folks have good ideas on these subjects. We hope that some of these articles will fit your needs.

- Next month features a thought-provoking article by Associate Director Ballard of Oregon on the challenge of today for extension workers. It is based on some good talks he has given at extension conferences in several States. At this time, when additional funds have been appropriated for expansion and intensification of extension work, advice from a seasoned extension statesman is appreciated.

- Another article which rings the bell is by Agent Rex Carter who describes the plan for agricultural development in Fayette County, Pa. I wish I could send each of you the programs for the farmer-businessmen's dinner, the grassland field day, the soil management field day, the diploma-like certificates of award, and the excellent pictures which Rex sent in with his article—if this were only TV instead of REVIEW.

Articles on ingenious ideas for presenting consumer education in Louisiana, an experiment in international understanding in Iowa, are among those to look for next month.

- National Farm Safety Week—July 25 to 31.

- The cover this month is a farmer from the "show me" State choosing his reading from a 20-compartment, homemade, serve-yourself bulletin rack. This equipment helped to increase bulletin distribution in the county from 877 in 1952 to nearly 7,000 last year. Current bulletins are in the rack. Others are indexed and kept in a metal file near the secretary's desk.

How is the OFFICE FRONT?



Order and efficiency characterize the extension office in Clay County Mo.

THERE are many fronts in modern extension work—the subject matter front, the methods front, the publications front, and the evaluation front are a few. The office is where most organized extension work starts, and it contributes to success on all fronts: As Extension embarks upon an expanded program requiring additional funds and personnel we do well to ask ourselves if we are using modern office practices and equipment as effectively as farm people are using modern methods and equipment on their farms and in their homes? Specifically, we may ask: Is our equipment modern and the most timesaving, our staff well trained, our methods efficient, our "wares" well advertised and readily available, and our output large?

Each year the office door opens nearly 8 million times and the telephone rings 8½ million times to admit a caller with a problem. Did he find the agent easily? Did he get what he wanted? Did he or the agent waste time? Did he leave with a feeling of satisfaction and pride in his county extension service?

A few years ago a public relations inventory took a look at the county extension offices and found room for improvement. Only 40 percent rated excellent in cleanliness, orderliness, and state of repair, although another 49 percent were acceptable. Some 42 percent had good space while another 39 percent met only minimum standards; and 47 percent were well equipped while 39 percent had the essential minimum.

The secretary is always a key figure in creating favorable impressions. Eighty-four percent of the county offices now have one or more full-time secretaries, and 7 percent have part-time assistance. About half of the secretaries handled office and telephone calls in a manner to create good impressions while 43 percent were merely acceptable.

Perhaps no office situation is ideal, since many things enter into having a satisfactory office. Among the more important are: Staff cooperation and teamwork; training—both secretaries and agents; and funds to provide space, equipment, and supplies.

Of greatest importance is coopera-

KARL KNAUS
Federal Extension Service

tion among the staff to make the best use of the facilities available to them. In the study mentioned excellent teamwork was reported in more than half of the cases and good cooperation in another 35 percent. We all have problems. How we deal with those problems is of greatest importance.

The success of Extension in its newer expanded program may well depend as much upon our ability to release the present staff from some of the routine and nonessential duties as upon additional staff—our ability to convert recurring activities to routine, to eliminate nonessential and chore jobs, train secretaries to answer inquiries of lesser importance and those which are repeated frequently in order that the agents' time may be conserved for more important programs and larger problems.

The stories in this issue of the REVIEW describe ways a few agents are working to strengthen the office front. They contain many usable ideas. It is gratifying to note that they come from Florida to Washington, and California to Maine.

CONFIDENCE Brings Them Back

LUCIEN D. PAQUETTE,

County Agricultural Agent, Addison County, Vt.

YOUR PEOPLE will come back again and again for your help and advice if they have confidence in you. Call it public relations or anything you wish—as far as Mr. Farmer, Mrs. Homemaker, the city gardener, or the youngsters are concerned, it's how you receive them and how you handle their problems that count.

For several years now, extension agents in Addison County, Vt., have been making a serious effort to think, program-wise, of the family as a unit, and in turn, to impress county people with the idea of the county extension service. Sounds simple? It really is, but how easy to drift away from, and go down your own individual path as 4-H Club agent, home demonstration agent, or county agricultural agent.

Here's where our "over-all" county extension agent, namely, our secretary, comes into the picture. She needs to know where we are, when we're coming back, and if we're available for a meeting in order to fill the needs of all the people who call. She must have some knowledge of our current extension program and source of information to answer common problems, and above all, a way of handling calls so that if the information is not readily available, the caller can be assured he will have it in a very short while. It goes without saying that staff conferences help us to accomplish this.

Office management and procedures followed by all county personnel can make the problems easier to handle. Our office door (we're located in the Federal Building) is marked "U. S. Department of Agriculture—Extension Service." At the side of the door just prior to entering, we have added a rather attrac-

tive sign headed "Addison County Extension Service." Hanging beneath this, in two neat rows, we have individual name plates, with titles, of all county workers, including our secretary and county forester. First-time callers do find this sign helpful. Located immediately inside this entrance door is our receptionist—secretary's desk. She receives all office and telephone calls. For her convenience, a date board has been arranged on the wall back of her desk. Each individual posts his engagements by thumbtacking a little white paper square under the proper date.

All telephones have an interoffice communication arrangement so that any agent can be reached by our secretary or another agent. He is signaled by our buzzer system.

Courtesy in handling all calls is of utmost importance. A waiting

room with reading material assists the secretary in handling callers who must wait for another one to complete his visit with an agent. Our office does not provide a separate room for this purpose, but one end of the large reception-stenographic room answers the purpose quite satisfactorily.

A bulletin board directly across the room from the entrance is used for timely notes of interest to office callers, and for current slogans such as Milk for Health, I Milk Cows and I Eat Butter, and Apples for Health.

A large room used jointly as mimeograph, mailing, and bulletin room provides ample storage for a variety of bulletins.

The most popular agricultural bulletins and those of current interest are displayed on a special rack in the agricultural agent's office.



A "date board" tells the office secretary, Marion Forrest, just where each extension agent is, and their schedules for the month.

PUBLIC RELATIONS

Begin in the Office

G. J. KUNAU

Goodhue County Agricultural Agent, Minnesota



AN EFFECTIVE county extension staff is like a well-coached team or a smooth-running machine—designed to do a specific job.

Extension's assignment is broad. It's program development and execution depend on the voluntary cooperation and interest of the people it is set up to serve. The county extension staff, then, must be not only academically qualified, but must also be especially adept in the field of public relations.

This business of public relations for the Extension Service on the county level begins in the office and within the staff itself. We cannot expect good public relations until we first demonstrate harmony and cooperation in our office. Our Goodhue County staff at present includes an agricultural agent, home agent, club agent, assistant agent in soil conservation, an office secretary, and a part-time clerical assistant. We try to operate as a team working on the total county program for and with farm families.

We have developed a few rather definite ideas or practices which we believe help us function as an effective staff. I like to start with ourselves—each member of the staff. We need to have a right attitude toward our job, toward the people we serve, and toward our fellow workers—a sincere desire to serve, a high regard and respect for farm people, a clear understanding of each member's place on the team and, above all, a willingness to cooperate in carrying out the county program.

Important, too, in having a smooth-working county staff is to set up the annual "plan of work" as one overall program for the county, with agents responsible for certain phases.

While the county agricultural

agent is the administrative head of the staff, we consider the office secretary as the key member on the team around whom the whole program unfolds. Her telephone "hello," her smile, and her courteous replies to all callers set the atmosphere for the office and make the first impression on the public.

Probably the most effective device for coordinating the county program is our regular Monday morning staff conference. It's not a high-powered meeting; in fact, it seems very simple but really does an important job.

Shortly after everyone has arrived at the office, we all gather round one desk. The secretary brings her desk calendar and shorthand pad and we're ready for the conference. First, we go through the week from Monday to Saturday—each agent reporting his or her meetings and other appointments while the secretary

writes them on her calendar. In a matter of a few minutes, every member of the staff is brought up to date on program developments and any conflicts in schedules are worked out. The secretary then has the complete schedule for the whole staff and has accurate information for telephone and office callers when agents are out. She can also remind agents of appointments and can start the daily reports for each agent.

The office conference is also the time for planning the week's workload of circular letters, reports, and mimeographing work needed for coming events. This levels out the office work for the secretary and avoids agents competing for the secretary's time.

This weekly contact with the whole program makes it possible for all agents to speak knowingly about the county program.

WHAT IMPRESSION *Did You Make?*

H. C. SANDERS, Director of Extension, Louisiana

SEVENTEEN million people called or telephoned county extension offices in 1953. These contacts make that office of extreme importance in the public relations of the Cooperative Extension Service. Public relations are conceived to be the impression and reaction produced by all contacts and procedures of any organization. Impressions and

reactions gained from personal contact are much more vivid and lasting than those of any other means. The county office then becomes a focal point in the public relations of our organization.

Good impressions are produced by a combination of factors, both personal and physical. When consid-
(Continued on page 145)

Let's Advertise and Sell Our Product

JOHN MAXWELL

County Agricultural Agent, Elk County, Kans.

TURN ON the radio—open the newspaper—leaf through your favorite farm magazine, or even drive along the highway. What do we find? There's usually some "super salesman" trying to get you to buy something.

Well, when we stop to think about it, isn't advertising in our extension program too? That is, of course, if we are to sell our product—service.

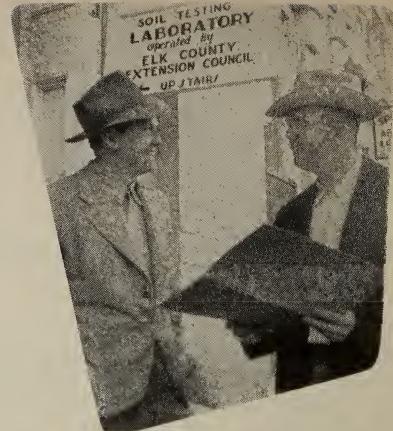
One thing in our favor is that competition is not so keen in extension selling as in much commercial product selling.

Maybe you'll say that we will be criticized by county farmers and homemakers who feel that the money was not spent wisely. Yes, you may be right. But how can we better inform these same folks than through increased use of bulletin racks and distribution of handout material, roadside demonstration plot signs, canvas promotional signs, or window poster displays? Then, too, county commissioners, members of the State

legislature, and urban families should be informed about Extension as a public educational service agency. We have found, as extension workers, that only a small percentage of both farm and urban families have even a satisfactory knowledge of Extension. What with our urban people making up a large proportion of our total population, and their interest in the home demonstration units and 4-H Club work increasing by leaps and bounds—it's important that our urban public have at least some knowledge of extension work. They really want to know what Extension is, and how it works.

Extension agents almost have to identify their services by some small advertising media, if the county extension offices are to continue to be the "retail offices" or branch offices of the land-grant colleges.

Selling service with this new approach has brought dividends to the Elk County (Kans.) extension program. A large billboard sign was



The county agent (right) stops to discuss a soil analysis in front of the well-marked laboratory.

put up on a State highway advertising the 1953 county-wide 4-H Achievement Night.

New wooden bulletin racks in the county extension office have brought more interest in USDA and extension circulars. Canvas-made street banners advertised National 4-H Club Week and Home Demonstration Week to Elk County families who were unfamiliar with the extension program. Field demonstration plots throughout the county, identified with colorful signs, made people ask questions. Catchy month-by-month window displays caused passers-by to stop and ask for additional information.



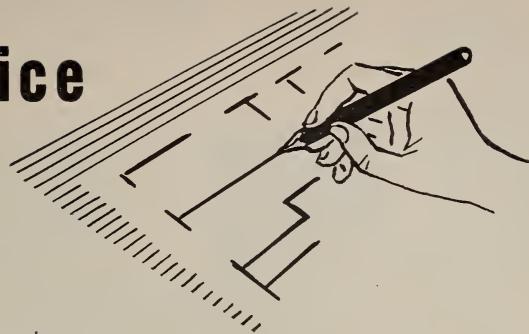
Signs on all demonstration plots help to sell the "demonstration way."



Well-identified county offices and colorful window displays help to sell our products.

We Remodel Our Office

VIRGIL N. SAPP
County Agent, Jasper County, Mo.



IF YOU HAD a chance to remodel your county extension office, how would you change it? We in the Jasper County extension office have had that opportunity. Some of the decisions were not easy. It was not a rush job, so we had time to think through some of the problems. To help find correct answers to some of these problems, I attended summer school at the University of Wisconsin in the summer of 1949 and enrolled in the first course ever offered in extension office management.

Before Remodeling

Our office space to be remodeled was pretty well defined. It was the northeast corner of the courthouse basement which is about 4 feet below outside ground level. The floor was uneven concrete. Walls were rough, unfinished brick and stone that let water through to run across the floor when it rained. The ceiling was a maze of gas pipes, electric wires, telephone wires, water and steam pipes and unfinished masonry with reinforcing steel exposed. Lighting was poor—windows were full length but could not be raised or lowered without use of a wrecking bar and no shades were provided except old venetian blinds at three east windows.

Plans developed at summer school consisted of detailed drawings of the proposed new office with a written statement justifying each of the proposed changes. These plans changed everything except outside walls, openings, and inside supporting walls. All of the space originally used was included plus a part of the basement corridor.

On return from summer school,

these plans were analyzed by the county extension office staff. A few suggestions for further improvement were made. The plans were then discussed with the extension board who added one or two items that were desirable that I had thought would cost too much.

The changes made were extensive. The outside door was moved, a stoop built, toilet converted into workroom, doors in permanent inside walls plugged and new ones cut, a part of the basement corridor walled off and made into a storage room, soil testing laboratory, and toilet. All wires and pipes that were overhead were concealed, new wood floors covered with asphalt tile floor covering were laid, walls were made watertight and finished with a sand-finish plaster. Partitions were built, a new gas burning automatic space heater was installed, fluorescent lighting prevailed throughout, and window balancers and schooltype shades were provided. Electric outlets, telephones in each office, a fiberboard wall and ceiling above ground level to keep down office noise, and a complete job of painting, completed the remodeling.

How About the Cost?

We were happy, but the county court had spent \$5,420.40, and we wondered how they felt. An open house was held on a Saturday afternoon, and the presiding judge served punch, the Farm Bureau president passed the cookies, and the two associate judges were guides to 200 farm people who were lavish with their praise of the court.

When the tax economy league which is composed mostly of busi-

nessmen from the larger towns of the county, met with the court at budget making time the next year, their first comment was to praise the court for making the improvements in the county extension office which they thought were needed and that they had made a good investment.

After 4 Years

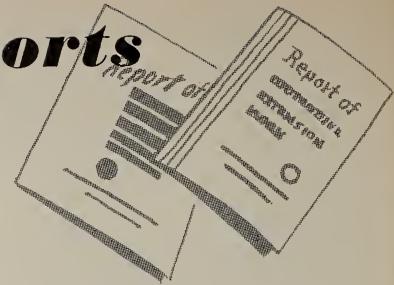
After using the office 4 years, we who work in it are sure that we like these features:

1. Has outside entrance at ground level.
2. We carry the keys so that we can get in for any purpose at any time.
3. Each agent has a private office.
4. One secretary near door to direct office callers, answer telephone, keep files, and do routine office work.
5. One office secretary located so she can work undisturbed.
6. Spare desk for farmers' use and extra secretarial help.
7. Assembly room with 100 folding chairs, tables, and blackboard.
8. Work room for mimeograph, addressograph, tape recorder, and work when "you are out of the office today."
9. Private toilet.
10. Soil-test laboratory and store-room for office supplies—handy but out of sight.
11. Inside exit to other parts of the building.

We in the Jasper County office believe that a county extension office that has adequate space, is convenient, clean, attractive, and easily accessible to callers, makes it easier to do a big job, keeps up the morale of workers, and increases respect.

Using the Annual Reports

Does any one ever look at them? This is a question frequently asked by county extension workers. They are referring of course, to their annual reports. DIRECTOR W. B. WOOD of Ohio told his county agricultural agents what use was made of their reports this spring.



WE HAVE just passed annual report time. Of what value is your statistical and narrative report? How will it be used. Many of you know the answer. In 1954, reports will prove what research applied through education can do to meet difficult problems in agriculture.

1. The statistical reports are summarized and forwarded immediately to the Federal office. There they became the basis of Administrator Ferguson's report to Secretary Benson and the basis of the Secretary's report to the Congress. These reports become the source of statistical data needed and used in budget hearings before Congressional committees and in informing individual Congressmen who are interested in the extension program. This report must be timely to be of value.

2. I have in my hand the administration's report from Ohio. Certain routine reporting must be done including (1) the situation in Ohio (2) administrative progress in 1953, (3) extension organization and personnel changes, (4) relationships, (5) program planning, (6) what's ahead in Extension in 1954, (7) professional training, and (8) financing extension work in Ohio.

Review of County Programs

This report also contains a brief review of county programs and a similar review of each subject-matter area covered by the specialist staff. The latter part of the report requires detailed study of each county narrative in search of significant facts and programs to make the review effective in the hands of those who need the information and who use it in

promoting Extension on the State and national level. Our programs benefit from that promotion.

As of March 15 all county narrative reports have been marked; and secretaries have typed off statements from each county reporting on the following areas: (1) Plant Ohio Program, (2) Public Affairs, (3) Marketing, and (4) Soil Conservation Education.

Why these four areas? We needed and used the information contained in county narratives on the Plant Ohio Program in meeting with the Governor and the Plant Ohio Executive Committee in planning for the 1954 Plant Ohio Program. Your statements were most effective before representatives of some 80 statewide

organizations and agencies in Ohio.

Your statements regarding soil conservation, marketing, and public affairs are being used as a basis for developing plans for further promotion of our program in these areas during the coming year.

We plan to take off narrative records in farm and home planning, farm management, and other areas as needed by specialists, supervisors, and committees who need to know what agents are now doing as a basis of further program development. When administrators and others are asked what agents are doing in a particular area, a statistical answer is not sufficient. The narrative composite puts flesh on the skeleton of statistics.

From Bugaboo to Simple Chore

MARGUERITE CARPENTER
Office Secretary, Tuscola County, Mich.

WE USED to dread monthly report time and that annual statistical report, too.

But we've found a simpler way to do these chores. Now the end of the month and the end of a year bring a feeling of satisfaction. That's because we have a feeling that the jobs have been well done.

Making the chores simple means starting out with simple forms that are easy to fill in—forms that have all the facts we need to use later. We use the printed "daily office record" which the Cooperative Extension Service at Michigan State

College supplies us for the purpose.

As office secretary, I keep a copy of this record for three agents—the county agricultural agent, the assistant agent, and the home demonstration agent—on my desk. The 4-H office secretary keeps a similar record for the 4-H Club agent.

One sheet of the form has space for a week's record—office and telephone callers, what they called for; letters written, bulletins distributed, news stories written, and radio talks given. At the end of the day we put the sheet on the agent's desk. That's

(Continued on page 151)

A 5-Year Efficiency Plan

FOWLER A. YOUNG
County Agent
Clay County, Mo.

EFFICIENCY in a county extension office is of paramount importance if we are to meet the demands of today's public. To have an efficient office and so serve the people of our county, modern and adequate equipment and facilities are a necessity.

It is true that dictating machines, slide viewers, folding machines, addressograph, and the like cost money—real money. But the results are that they pay big returns and are economical to use. Comparable to this are the various proved farm and home practices involved in a Missouri balanced farming system, yet Missouri extension workers do not hesitate in the least to recommend the adoption of these paying prac-



The two agents, Fowler A. Young and Lois E. Harrison, use a colored slide table viewer to illustrate how a certain practice would fit into the balanced farming plan for Mr. and Mrs. L. E. Webb. The three slide filing cases contain more than a thousand colored pictures which the agents use constantly to illustrate their talks.

ties as they fit themselves into a 5-year balanced farming plan.

It was with this same thought in mind that Clay County extension workers, at a regular weekly staff conference, developed the initial 5-year plan for equipping the extension

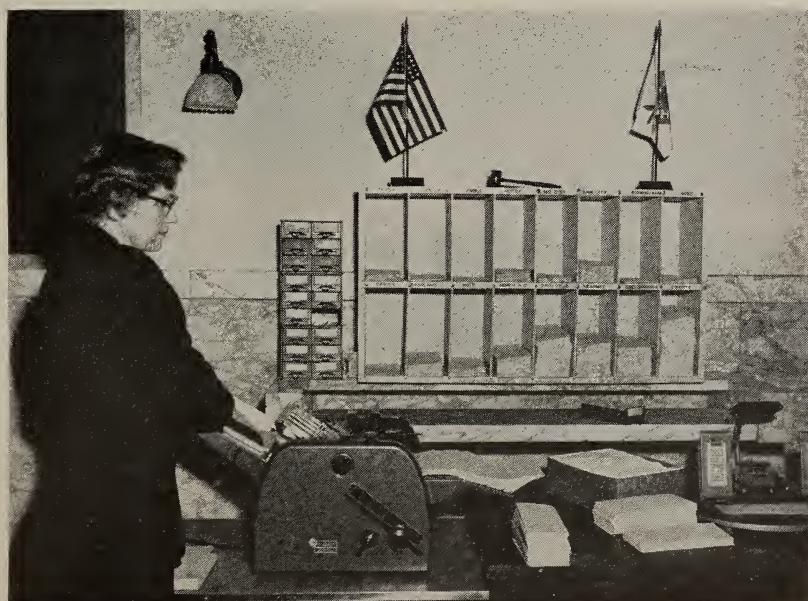
office so that it might more efficiently serve the people of the county.

It is interesting to note the likeness or similarity of the Clay County office equipment 5-year plan to that of a typical 5-year balanced farming plan in that important goals are reached surprisingly far ahead of schedule. To illustrate the rapidity in which an extension office can be equipped for efficiency, here are notes from the Clay County staff conference held in January 1951, when the 5-year plan originated.

Obtain and have available for use by the extension staff the following: In 1951—sufficient small equipment for each staff member, such as staplers, tape dispensers, rubber stamps, desk pen and pencil sets; construct clothes closet for staff members; wrap stands for guests; storage shelves and cabinets for certain equipment already owned but not efficiently used; dictating system with one dictator; one transcriber and one shaver unit; and a homemade envelope sorting rack for outgoing mail.

In 1952—new beaded movie screen to replace a worn one; 3 dozen folding chairs for conference room; 500-watt slide projector; slide filing cases; addressograph machine; wide carriage typewriter; new fluorescent lighting system for entire office;

(Continued on page 151)



This working unit promotes efficiency. The machine folds 2,000 letters in the same time it would take 8 or 10 office girls. The addresserette more than triples the speed of addressing envelopes. In arranging the mailing of outgoing letters by towns this homemade sorting rack cuts the time required for this task in half.

A Voice in Planning Your Office Space

BERNIE A. WILLIAMS
Agricultural Agent, LaPlata County, Colo.

PERHAPS other counties can boast of more elaborate offices, but we in LaPlata County, Colo., feel proud that we did *plan* and can *have a voice in* some of the aspects of extension work which *personally concern us*. This is about the way it happened:

In 1951 County Commissioners Dwight Sexton, Emmet Hott, and Lloyd Benton decided to build one wing of the county courthouse.

One April morning I received a telephone call from Dwight Sexton, chairman of the board, stating that he was sending an architect to my office, which was in the Post Office Building, to interview me about space in the new courthouse. I asked him if I could state my needs, and I was told that I could. He further stated that they wanted me to plan a large enough space for the future. They also informed me that this would be one county that would provide an agent with space on the first floor where the farm people would not have to search for the county agent's office in the basement or other floors.

In my interview with the architect, I told him that I would like to have individual office space for home demonstration agent, assistant agent, county agent, and a large office for the secretary in which to display bulletins and have waiting-room space. Also, that I would like to have a meeting room that would hold 50 to 75 people, and a storage room for storing supplies. All of my requests were met except that we did not get as large a meeting room as was originally planned. However, the present meeting room is large enough to accommodate 35 to 40 people. The dimensions of the rooms which are divided by panel and glass, are:

Meeting room 16 by 22 feet, county agent's room 13 by 14 feet, assistant

county agent's room 11 by 13 feet, public entrance 10 by 11 feet, which is connected with the secretary's office which is 14 by 22 feet, and the home demonstration agent's room which is 12 by 12 feet.

Plans were discussed with the commissioners for building a kitchen for home demonstration purposes. It was decided at this time not to build a kitchen but to construct one when the second wing is built. When the kitchen is built, we will have an ideal Extension Service setup for women.

The commissioners let me select the furniture and all other office equipment. We have three metal desks, three bookcases, one large table for the conference room, and one small table. Other new equipment purchased included four metal filing cabinets, an electric typewriter, and a mimeograph machine. We, also, purchased 47 chairs for the offices.

In the basement storage, which is 10 by 22 feet, shelves were built to store office supplies and bulletins. This space could have been larger but will take care of our needs.



Agent Williams likes new quarters.



Home Demonstration Agent, Beverly Flansburg (left) uses new bulletin rack.



The staff tries out the new meeting room and finds it good.

Reaching the Other 80 Percent

JOHN C. PAGE

County Agent, Bennington County, Vt.

HOW MANY times have you heard extension workers say, "The ones who really need the help aren't here to get it"? Most of us have decided that some folks just aren't cut out to go to meetings even though the subject of the meeting may be of vital interest to them, and we have turned our attention to other means.

Here in Bennington County we inherited a going "gimmick" to reach some of the estimated 80 percent of our farm folks who consistently seem to prefer television to extension meetings. It was our little monthly four-page mimeographed newsletter which is put out right on schedule.

The newsletter goes to farm families, home demonstration families, 4-H families, and commercial outfits. Some 950 copies are sent out each month.

It takes only a couple boners, a mistake in typing, or a rash statement to find out who reads anything you write. It didn't take us long to find that folks were actually reading the newsletter—folks you never see at a meeting—but who can quote your writing errors to you verbatim when you see them on their farms or in their homes.

Farm and Home Letter Reaches Many

Because we know that it is possible to reach folks, even with information which they can't read between the mailbox and the kitchen stove, the material which we want most to reach more people finds its way to the pages of the Bennington County Farm and Home Letter.

We look at the newsletter as a place to get over information which would be a lot handier for us to "talk out" at a meeting, if everybody concerned were eager to attend, listen,

and incidentally, to remember. Advertising coming meetings and events is incidental.

Our county is small beside yours, perhaps. Where our two secretaries are kept busy for 2 days on the newsletter, yours might have to spend 3 or 4. Yet, even if the job took twice the time, other wheels would stop grinding long enough for the monthly letter to go out.

No Substitute for News Story

The newsletter isn't used to replace or cut down on our weekly releases or special articles to newspapers. We feel that we can, through the newspapers, reach more of the village dwellers with their flower gardens, the lawn that won't grass over, and the folks with the family cow, as well as the families who receive the biweekly milk check. Newspapers are a wonderful place to tell the village folks that dairymen got only 7 or 8 cents for that 22-cent quart of milk and that there is more

to farming than getting up at 4 a.m.

But, even with a name like mine, you can't get a weekly column into some papers. They all want news, however. If you give them special articles and they don't print them, can't be they were news.

Again with newspapers, we try to get information to folks, and don't use the paper primarily as a support for other phases of the extension program. A coming meeting on artificial breeding, if too detailed, makes the reader switch to the want ads, especially if they own only a cat.

Radio Needed Too

On the radio, at 6:15 a.m. we reach the working man who is getting ready for his 7 o'clock job as well as the dairyman who is milking. We try to keep them both in mind. We finally convince the station manager that no women ever get up by 6:15, and so the home demonstration program gets a midmorning spot.

One program a week is devoted to the work of other agencies in the county—the county forester, the SCS boys, and the ASC office. In this way the folks who listen get an idea of where each agency fits into the picture.

It is through our newsletter, the newspapers, and radio that we are trying to reach the folks we don't see at meetings, on farm visits, and in the office. Soon television will add to these still other folks we don't reach with our present methods.



Agent John Page holds a dairy meeting.

PERSONNEL RELATIONSHIPS

HOW DO you get at personnel relationships without having a gripe session and doing more harm than good? This was a problem we faced in staging a district meeting on office management.

Rather than beat around the bush, we took the positive approach. Prior to the meeting we asked county office secretaries to send us their lists of the important characteristics of a good boss. At the same time, we asked agents the important characteristics of a good secretary.

These characteristics were summarized and we presented them at a series of five 1-day district meetings on office management. We dramatized the results of our little survey by creating two mythical characters, "Mr. Admirable Agent" and "Miss Super Secretary." A black silhouette of each was placed on a flannelgraph, and beneath each silhouette we listed, in turn, the characteristics mentioned most often. To emphasize the importance of agents and secretaries having these im-



Miss Cowden makes her point with a flannelgraph of Mr. Admirable Agent and Miss Super Secretary.

How Does Your Office

Good county extension offices don't just happen. Recommended growth promoters are good records and relationships. How a series of district conferences in the Midwest with these is here described by LORETTA V. Agent.

portant qualities, we climaxed the discussion by adding a halo to the silhouette of "Mr. Admirable Agent," and a pair of golden wings to "Miss Super Secretary."

What were the characteristics chosen? In order of importance, the county office secretaries listed these qualities of a good boss:

1. *Good personality:* Secretaries described this characteristic with such words as congenial, pleasant, even disposition, cheerful, cooperative, courteous, understanding, and having a sense of humor.

2. *Ability to plan work ahead:* This was mentioned by 82 percent of the office secretaries as one of the 5 most important characteristics of a good boss. They said they liked to work for a county agent who would organize his work, schedule it to avoid rush jobs, dictate as early in the day as possible, and appreciate the "woman" hours required for any given job. They also liked an agent who got the job done quickly.

3. *Give clear instructions.* Secretaries like their bosses to be explicit, systematic, accurate, definite in instructions, and—when giving dictation—speak clearly and have his thoughts well organized.

4. *Keep the secretary informed:* "The boss should provide us with a schedule of his activities, and, when he leaves, let us know where he's going and how long he expects to be gone," the secretaries said.

5. *Give constructive criticism:* Every secretary likes a boss who shows appreciation and is honest and sincere. But they like one who offers constructive criticism and demands commendable work, too.

6. *A neat appearance:* This point surprised us. Many of the secretaries said they particularly like a boss who is careful of his personal grooming.

What are the characteristics of a good secretary? The agents listed these in order of importance.

1. *Good personality:* County agents like a secretary who has a ready smile, a sense of humor; is tactful, courteous, and helpful to the public. They like a secretary who is a real salesman of Extension.

2. *Efficient and well trained:* This quality involves neatness, accuracy, promptness, and the ability to handle a variety of work.

3. *Loyalty and interest:* Agents like a girl who's energetic, enthusiastic, has a professional viewpoint, is loyal to the people with whom she works, and "keeps office business within the office."

4. *Dependable:* A good secretary, agents said, takes pride in her work, uses initiative when she sees things to be done, is willing to admit and correct mistakes, doesn't commit the agent to action, and treats all agents in the office with equal consideration.

5. *Neat in both office and personal appearance:* Good grooming and good taste in dress for office work, is an important characteristic of a good secretary, agents said.

OFFICE FILES THAT WORK

How to go about setting up a filing guide for county extension offices in any State is most important if the filing guide is to be usable and accepted by county offices.

GROW?

; they grow. Two recom-
good personnel relation-
e State of Washington dealt
JOWDEN, State Extension

Such a recommended filing guide for an entire State needs to be adjustable to fit a variety of offices. It shouldn't be too detailed for the one-man county office, nor too simple to fit a county office employing 12 to 15 agents. We felt it should also be flexible enough to be usable in counties with a wide variety of types of agriculture and subject matter being handled. In order to arrive at such a statewide file guide for use in county offices, an office management committee was named. This included agents in charge of both large and small offices, agents involved with 4-H Club work, home economics, and some of the county secretarial staffs. Also on the committee were State agents, specialists, and 4-H State staff members, and our State office chief clerk. A rather large committee of 15 was the result. At the first 1½-day meeting, these folks arrived at the following major divisions in filing:

1. Bulletins for distribution to the public.
2. Administration and organization matters of the extension office.
3. Reference files for agents' own use.

With these three major sections established, the group divided into three work groups and set up recommendations for each section of the files. What did they come up with?

Briefly, it was decided distribution bulletins should be filed by bulletin number in their numerical order, but indexed by subject matter. This necessitates a looseleaf index of all bulletins under sub-



Files that work can grease the wheels in any extension office.

ject-matter headings. It was determined that it was not necessary or desirable for county offices to become archives of all bulletins received. A separate file of 4-H bulletins is indicated in the outline.

Under administration and organization, a file was established which included bibliographies, conference material, finances, forms, history and facts about the country, legislation, organizations and activities worked with, personnel, plans of work, policies and procedures, records, and reports. Correspondence files were a headache, with two definite preferences expressed by committee members. So it was decided that they could be filed in either of two ways: (1) with a folder for each State staff specialist filed with the subject-matter heading in which that State staff specialist worked, or (2) all State staff could be filed in alphabetical order. It was determined, after careful study with all present, that reference was more often made to correspondence in relation to subject matter of a letter, than in relation to name of person from whom the corre-

spondence was received. Therefore, folders under the headings of subject matter were set up, into which all correspondence went. Folders were labeled with such subjects as administration, agronomy, clothing, community life, and dairy. This plan also tended to eliminate confusion of new secretaries where correspondence had been received from previous State office personnel no longer listed on the personnel guide.

The file guide for reference material was established by subject-matter headings, and as an example, agronomy might have several breakdown folders under it, such as: general, cereal and grain crops, 4-H crops, grassland farming program, pastures, range management, seed certifications, seed production, specialty crops such as hops, peppermint, or sugar beets.

This filing system requires that more responsibility be taken by agents in indexing the material to go into a reference file. But it makes it possible for the secretary to file in agent's reference files

(Continued on page 151)

PERSONNEL RELATIONSHIPS

HOW DO you get at personnel relationships without having a gripe session and doing more harm than good? This was a problem we faced in staging a district meeting on office management.

Rather than beat around the bush, we took the positive approach. Prior to the meeting we asked county office secretaries to send us their lists of the important characteristics of a good boss. At the same time, we asked agents the important characteristics of a good secretary.

These characteristics were summarized and we presented them at a series of five 1-day district meetings on office management. We dramatized the results of our little survey by creating two mythical characters, "Mr. Admirable Agent" and "Miss Super Secretary." A black silhouette of each was placed on a flannelgraph, and beneath each silhouette we listed, in turn, the characteristics mentioned most often. To emphasize the importance of agents and secretaries having these im-



Miss Cowden makes her point with a flannelgraph of Mr. Admirable Agent and Miss Super Secretary.

How Does Your Office GROW?

Good county extension offices don't just happen; they grow. Two recommended growth promoters are good records and good personnel relationships. How a series of district conferences in the State of Washington dealt with these is here described by LORETTA V. COWDEN, State Extension Agent.

portant qualities, we climaxed the discussion by adding a halo to the silhouette of "Mr. Admirable Agent," and a pair of golden wings to "Miss Super Secretary."

What were the characteristics chosen? In order of importance, the county office secretaries listed these qualities of a good boss:

1. *Good personality*: Secretaries described this characteristic with such words as congenial, pleasant, even disposition, cheerful, cooperative, courteous, understanding, and having a sense of humor.

2. *Ability to plan work ahead*: This was mentioned by 82 percent of the office secretaries as one of the 5 most important characteristics of a good boss. They said they liked to work for a county agent who would organize his work, schedule it to avoid rush jobs, dictate as early in the day as possible, and appreciate the "woman" hours required for any given job. They also liked an agent who got the job done quickly.

3. *Give clear instructions*: Secretaries like their bosses to be explicit, systematic, accurate, definite in instructions, and—when giving dictation—speak clearly and have his thoughts well organized.

4. *Keep the secretary informed*: "The boss should provide us with a schedule of his activities, and, when he leaves, let us know where he's going and how long he expects to be gone," the secretaries said.

5. *Give constructive criticism*: Every secretary likes a boss who shows appreciation and is honest and sincere. But they like one who offers constructive criticism and demands commendable work, too.

6. *A neat appearance*: This point surprised us. Many of the secretaries said they particularly like a boss who is careful of his personal grooming.

What are the characteristics of a good secretary? The agents listed these in order of importance.

1. *Good personality*: County agents like a secretary who has a ready smile, a sense of humor; is tactful, courteous, and helpful to the public. They like a secretary who is a real salesman of Extension.

2. *Efficient and well trained*: This quality involves neatness, accuracy, promptness, and the ability to handle a variety of work.

3. *Loyalty and interest*: Agents like a girl who's energetic, enthusiastic, has a professional viewpoint, is loyal to the people with whom she works, and "keeps office business within the office."

4. *Dependable*: A good secretary, agents said, takes pride in her work, uses initiative when she sees things to be done, is willing to admit and correct mistakes, doesn't commit the agent to action, and treats all agents in the office with equal consideration.

5. *Neat in both office and personal appearance*: Good grooming and good taste in dress for office work, is an important characteristic of a good secretary, agents said.

OFFICE FILES THAT WORK

How to go about setting up a filing guide for county extension offices in any State is most important if the filing guide is to be usable and accepted by county offices.



Such a recommended filing guide for an entire State needs to be adjustable to fit a variety of offices. It shouldn't be too detailed for the one-man county office, nor too simple to fit a county office employing 12 to 15 agents. We felt it should also be flexible enough to be usable in counties with a wide variety of types of agriculture and subject matter being handled. In order to arrive at such a statewide file guide for use in county offices, an office management committee was named. This included agents in charge of both large and small offices, agents involved with 4-H Club work, home economics, and some of the county secretarial staffs. Also on the committee were State agents, specialists, and 4-H State staff members, and our State office chief clerk. A rather large committee of 15 was the result. At the first 1½-day meeting, these folks arrived at the following major divisions in filing:

1. Bulletins for distribution to the public.
2. Administration and organization matters of the extension office.
3. Reference files for agents' own use.

With these three major sections established, the group divided into three work groups and set up recommendations for each section of the files. What did they come up with?

Briefly, it was decided distribution bulletins should be filed by bulletin number in their numerical order, but indexed by subject matter. This necessitates a looseleaf index of all bulletins under sub-



Files that work can grease the wheels in any extension office.

ject-matter headings. It was determined that it was not necessary or desirable for county offices to become archives of all bulletins received. A separate file of 4-H bulletins is indicated in the outline.

Under administration and organization, a file was established which included bibliographies, conference material, finances, forms, history and facts about the country, legislation, organizations and activities worked with, personnel, plans of work, policies and procedures, records, and reports. Correspondence files were a headache, with two definite preferences expressed by committee members. So it was decided that they could be filed in either of two ways: (1) with a folder for each State staff specialist filed with the subject-matter heading in which that State staff specialist worked, or (2) all State staff could be filed in alphabetical order.

It was determined, after careful study with all present, that reference was more often made to correspondence in relation to subject matter of a letter, than in relation to name of person from whom the corre-

spondence was received. Therefore, folders under the headings of subject matter were set up, into which all correspondence went. Folders were labeled with such subjects as administration, agronomy, clothing, community life, and dairy. This plan also tended to eliminate confusion of new secretaries where correspondence had been received from previous State office personnel no longer listed on the personnel guide.

The file guide for reference material was established by subject-matter headings, and as an example, agronomy might have several breakdown folders under it, such as: general, cereal and grain crops, 4-H crops, grassland farming program, pastures, range management, seed certifications, seed production, specialty crops such as hops, peppermint, or sugar beets.

This filing system requires that more responsibility be taken by agents in indexing the material to go into a reference file. But it makes it possible for the secretary to file in agent's reference files

(Continued on page 151)

Could you get 1 out of every 6 persons in your county to attend an educational exhibit on its first visit there? JOE HAVELKA, agricultural extension agent of Sherman County, Nebr., did, and here is how he did it.

What Brings Out the Crowd?

A THREE-POINT program prepared the way for the Cornhusker Caravan to visit Loup City: (1) Well-laid plans that started 6 months in advance, (2) an intensive publicity campaign of 30-day duration, and (3) close cooperation with an organization interested in sponsoring the educational exhibit.

Plans were made well in advance for the visit of the caravan. Last fall, I was told at a September sub-district planning conference that our county would be one of the 22 counties visited.

The caravan, I knew, was a traveling exhibit showing the latest information regarding agriculture and homemaking. And, I also knew that on the State level the "road show" was being sponsored by the Nebraska Agriculture Extension Service and the Knights of Ak-Sar-Ben, an Omaha civic group, who generously gave financial assistance.

Having in mind the need for a local sponsor, I notified my Extension Service sponsoring board at a fall meeting, of the caravan visit and consulted with them on the selection of a sponsor. They selected the Sherman County Farm Bureau which had indicated to me earlier a willingness to sponsor an educational activity.

The Sherman County Farm Bureau soon invited me to discuss the caravan at one of their countywide meetings. I stressed their responsibilities in sponsoring the project and the educational value of the caravan.

(Continued on page 149)



The wide use of this picture of the sponsoring committee in an intensive publicity campaign was referred to as a "mild form of blackmail"—at least, it left no doubt as to who was responsible for the success or failure of the caravan.



Nearly 9 tons of exhibits must be unloaded from the big moving van and then removed from crates in which they had been carefully packed. The unloading-loading crew, made up of 10 Sherman County farmers, started to work at 7:30 a.m. and completed the setting-up chore in less than 2 hours. Since each box is plainly marked as to its contents, volunteer helpers have little trouble in helping to erect the exhibits.



Joe Havelka, (center) agricultural extension agent of Sherman County, and J. C. Fouts, extension animal husbandman, suggest a bulletin to a farmer with livestock feeding problems. The farmer is writing the name of the bulletin on the back of his registration card which will be left at the door and serve as a means of followup for the county agents.

County Agents Ben Trying and Sam Service and Their Public

This was the title of a skit given at the Florida agents' conference. The description of the trials and tribulations of Ben Trying with Miss Speller, his secretary; the irate Editor Deadline; and the tourist, with his grand new scheme for raising bullfrogs in Florida, are given in an account of his day. The skit rocked the audience with mirth as well as driving home a few points. On the other hand, Sam Service and his efficient Miss Typist somehow manage to give a lot of service and eliminate much of the confusion and frustration.

THE FOLLOWING introduction to the skit shows why the Florida agents enjoyed hearing about some of the office practices which might relieve them of their worries. A limited number of copies of the complete script written by Jasper Joiner of the Florida editorial office are available and will be sent to the first extension workers who request them.

NARRATOR: A hearty good morning to all of you county and home demonstration agents, extension specialists, and friends of Extension. . . . It isn't too difficult to tell at a glance that most of you present are either county or home demonstration agents. How can I tell? It's really quite easy, for you have that long, lean, haggard expression on your faces. And that's understandable, for with the financial, political, and physical forces constantly pulling you apart, how could you be expected to look otherwise? Yes, yours is a job with many facets. I understand—this is rumor, of course—that you're expected to know everything and to carry in your heads the answers to every farm and home problem.

That brings us to an important point. Just what is your job? Why it's one of teaching, perhaps more appropriately termed the dissemination of information—information on every phase of agriculture and homemaking.

How do you accomplish such a vital job? Just as with every other job, there is a right and wrong way, and that brings us to the theme of our skit. Let me introduce you to my county agent friends whom we will follow through a

typical day at the office. After we meet them we'll get a few points from them on how they work.

First, let's look in on Sam Service . . . (Curtain opens on Sam's Side, showing Sam, his secretary, assistant agent, and the home demonstration agent in conference. The room is neatly arranged with tape recorder, map of county, well-arranged bulletin rack prominently displayed. Sam is using a large county map pointing out several things to the office staff.) Sam here is a planner. Right now he's planning a big farm tour and there's no doubt among the staff what areas of the county will be covered, when and what will be shown. The tour is still a month away, but the agent and his assistant have many things to do and many contacts to make to insure the success of the tour. Of course, the home demonstration agent will help with the midday meal part of the tour, and she'll have time to get her home demonstration clubs organized for the event.

As a matter of fact, at least once a week Sam and the staff hold a conference to talk over plans of work to make sure work isn't being duplicated and that the farmers in the county are really getting service from the county extension office.

But now let's meet Ben Trying. As his name implies, Ben's been trying for years. . . . (Curtain opens on Ben's side, showing a somewhat messy office, a secretary reading the newspaper and chewing gum, a desk piled high with papers. Ben is slumped down in his chair and a big cigar in his

mouth, feet on the desk, idly staring into space.) Now you may not believe this, but Ben is really busy. Yep, he's busy worrying. It seems that Ben has scheduled a farm tour, a talk before the women's clubs, and a radio program for the same hours next Tuesday. How in the world is he going to get out of this mess? (Ben gets up, picks up hat, and heads, slowly, out of the door). Oh, well, why worry. That's 4 days away. Surely something will happen to clear up the situation before then. "I might as well go out for a cup of coffee," he says.

Well, folks, you have met our two hosts for the next few minutes. First, let's join our friend Ben to see how he handles his day at the office. . . . As we look in, it's 9:30, Ben is already an hour late—and he had told his secretary he'd be in the office at 8:30 on the nose. Oh well, he's probably busy. Here we see Ben's secretary, Miss Speller, working laboriously at the typewriter.

- Fresno County, Calif. has completed a building to house the Agricultural Extension Service. It has teaching facilities as well as offices and workrooms. The county extension staff in Fresno numbers 22 persons. "The new building, together with the laboratory, workshop, and field equipment we now have, will provide this county with one of the finest extension facilities to be found in the country," says R. C. Crouch, county director of agricultural extension.

The Record Speaks With Authority

VERNE BEVERLY

County Agricultural Agent, Aroostook County, Maine

YOUNGER farmers are of the opinion that potato growers of Aroostook have always sprayed tops to kill them prematurely, so that the tubers will be mature when they are dug, but a check through my weekly reports indicate that the late Roy Libby of Caribou, in the fall of 1941, used handy-killer to kill potato tops. It apparently was his original idea though blue vitriol had been used previously with varying results. His results were so good, according to my weekly report, "we induced several farmers to try this material, with very good results."

Weekly reports the next fall show that potatoes were dug from fields sprayed with this material so that the Experiment Station could make analyses to learn if any arsenic has been translocated to the tubers.

Such examples of notes in a weekly report can be of value in future years. A call to Mel Richardson in 1936 is noted with comments on tops which had wilted. This was the first time ring rot had been noted generally in a field, and when potatoes from his Spaulding Rose went bad in Florida that winter, the Department could trace ring rot back to this field. The first successful tractor mounted sprayer was developed by Charles Gallupe of Mars Hill. The annual report of 1937 stated that it worked well and with refinements should prove successful.

Hoists to raise barrels to truck bodies were tried in 1942, and the first stone picker tried in 1946. Such items show progress and the trend of extension projects.

Weekly reports can be of value in writing annual reports. If one jots down unusual facts such as "for the first time we saw a mechanical rock picker" in action, it dates such developments.

How did your field day go? If a report indicates that the "loud speaker" did not work satisfactorily, chances are that the next year this will be corrected, and a more successful meeting will result. In planning special occasions such as the annual meeting, I find it helpful to go back to several previous weekly and annual reports to learn what comment the other agents and I made before we complete plans for the event. The fact that it "was a good meeting" tells little, but comments that "the meeting began on time," "the programs were attractive," "Mrs. Bubar and Mrs. Ross, acting as ushers, seated the late comers with a minimum of confusion," gives some idea of why it was a good meeting.

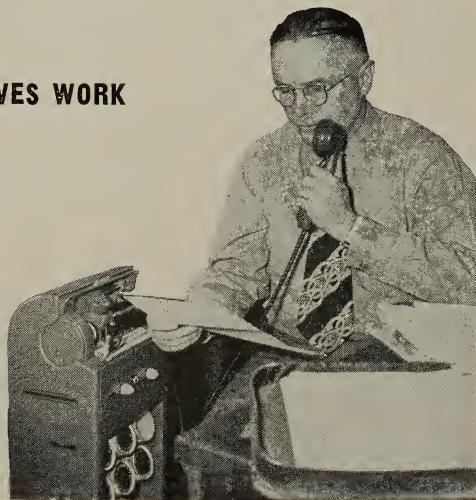
Reports, both weekly and annual, are good references for all agents and specialists if they give the story of former projects such as ring rot or padding digger campaigns, and they can be extremely valuable to new agents as a background of ex-

tension work in the county.

We have definite proof that annual reports have a value. Last year Administrator C. M. Ferguson, in his talk to the New England county agents, made several references to facts that he had gleaned from the reports of Connecticut and Massachusetts agents. The fact that he used these reports for his talk made one realize that they are not just among the relics in the archives. A new agent starting in a county should, by reading past reports, learn something of the developments which have been made over a period of years, and the names of those who have assisted in the work in the past. Well-meaning newcomers to this county are pointing out that we should diversify and not "put all our eggs in one basket." An attempt has been made to write up fully our experiences with lettuce, garden peas, sugar beets, turkeys, flax, and other commodities not necessarily to discourage new attempts, but so that if such enterprises are tried, one will have the complete story of what was tried, by whom, and with what results.

DICTAPHONE SAVES WORK

The dictaphone saves about one-half day per week for Parker Rodgers, Lafayette County, Mo. and saves even more of the secretary's time. This helps to save time for some of the newer activities in marketing farm and home planning, and public affairs. Mr. Rodgers received the superior service award of the U. S. Department of Agriculture in May.



Records Made Easy

F. E. BAETZMAN

County Agent, Orange County, Fla.

KEEPING records is a job nobody likes, but we all know that some system of records is necessary. If daily records are kept, it is not difficult to make a monthly or an annual report.

One specific factor that is helpful in maintaining a set of records is a good secretary who keeps daily records on each agent in the office. In our particular office the agent and assistant agent let the secretary know what they intend to do each day before leaving the office and also what was accomplished on the previous day. The secretary has a daily sheet on which she keeps a record of callers to the office and the nature of their calls, and includes the same information on phone calls. A record is kept on the daily sheet as to subjects as well as the number of bulletins given out and both circular and franked letters written.

At the end of each day the information from the daily sheet is transcribed to a larger sheet, listing each day with headings at the top of the sheet, callers in office, phone calls, bulletins, letters written, letters franked, other letters, cards franked, specialists in office, and meetings. At the bottom of this sheet are headings such as: Circular letters (topic, franked, stamped), cards (topic, franked, stamped.)

Another aid which helps one to keep records is a daily desk diary kept by each agent. In a desk diary, appointments can be written in each day, meetings to be attended, talks to be made. The names of farmers called on and organizations contacted, with services rendered, also can be kept in the desk diary. The names of farmers with whom demonstrations are put on can also be kept in the daily diary, before being put into the file cabinet.

Another aid in making the annual report is to mention in the monthly reports, under Extension Activity, anything of importance relative to the county extension program.

When the time rolls around, and it comes mighty regularly, these items can be elaborated on to make the material more suitable for the annual report.

Everyone has a different system, and they are all good if adhered to and kept current. I think the important thing is to find a system you like and stay with it.

What Impression Did You Make?

(Continued from page 133)

ering your county office from the standpoint of good public relations you should ask yourself these questions:

1. Do we have regular office days or office hours? Are those days and hours made known and are calls invited?

That makes for good public relations.

2. Does our office have a friendly atmosphere? Is there a friendly cooperative spirit among the extension workers? Are callers given a hearty welcome—made to feel that they have done us a favor by calling? Is the business for which they came handled with dispatch?

When we are out does the secretary remember that she is our official hostess? Does she try to render the service needed? Does she offer to take a message or to have us call? Do we follow up these requests? Does the secretary know where we are at all times?

How do all of us answer the telephone? Do we identify the of-

fice and the person speaking in a friendly voice and pleasant manner?

All of these make for good public relations.

3. Where is our office located and what is the physical condition? If our office is not on the ground floor near the most-used entrance to the building, are there appropriate signs directing people to the spot where we may be found?

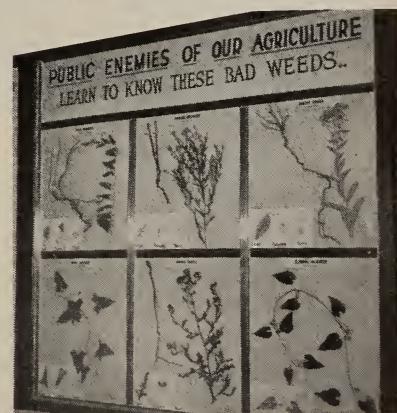
Is the office well marked, indicating who we are and what organizations we represent.

Is the office clean and orderly? Is the furniture well arranged to make the best use of light and space? Are there appropriate pictures, including some of your college or university? Are there comfortable chairs and a reading table for those who must wait to see us? Is there a bulletin rack or table convenient?

These arrangements make for good public relations.

We should remember that 17 million people contact these offices annually. Every member of the organization should contribute thought, time, and effort to making these offices a medium for impressing all the "publics" with the fact that this organization is a truly cooperative enterprise, gladly rendering a needed service and welcoming requests for assistance.

OFFICE EXHIBIT

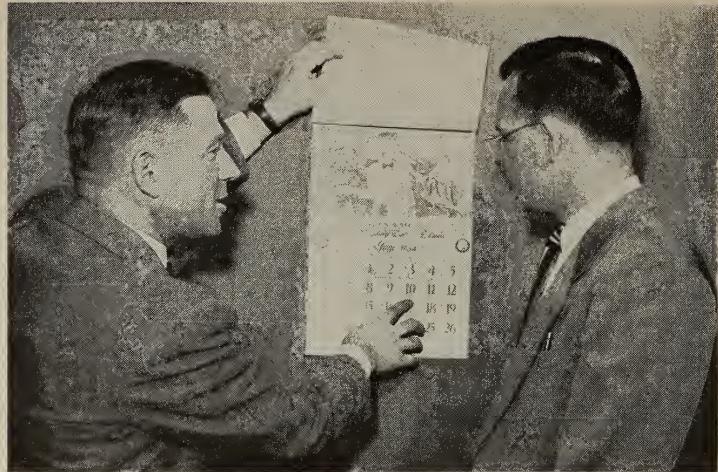


An office exhibit which tells a story is this one on weeds in the office of Harvey E. Goertz, county agent, Brown County, Kans.

Calendar Keeps Track of Events

RICHARD REATH

Associate Agricultural Agent,
Kent County, Mich.



Gerald Brian (left) and Richard Reath check their extension calendar for their spring schedule.

WE'VE found that an attractive hang-up calendar of county agricultural and home economics events really does pay off. I'm not talking about just a mimeographed calendar—we had it printed like a calendar that commercial companies hand out.

The calendar is a partial answer to the county agent's dilemma of getting out enough notice on meetings, publicity, getting needed specialists, of avoiding three or more meetings in a day, and harried secretaries. In other words, the calendar does away with most of the confusion involved in last-minute planning.

Organizations Help

Getting the calendar together was plenty of work. It took the time and energy of our entire staff of five agents plus county organizations. We contacted secretaries of all agricultural and home economics groups to get specific dates on meetings they were planning.

Some groups had to hold special meetings to set up annual programs in order to give us specific dates for events.

This enthusiasm and cooperation heartened us to push the big job through. And, it was wonderful to see what a strong program these groups are carrying. A big share of green numbers on the calendar are overlaid with meeting notices.

How did we get started on such an ambitious job?

The project first was proposed to the Kent County Advisory Council. After considering it, the council appointed a committee to work out details on gathering data (meeting dates) to put on the calendar. Eleven ads sold for \$100 each. That paid for the calendar—\$1,100 for 3,000 copies. Each of the dealers was given a picture and a brief advertising message on a calendar month page. The pictures have local appeal because they are local people.

The calendars have been distributed through Future Farmers of America teachers in the county, passed out at extension meetings, and some were mailed.

Helps Specialists

Not only is the calendar a help to people interested in extension activities; it's a boon to the staff of agents, and makes State specialists much happier.

All of this planning and date fixing help schedule specialists far enough in advance so that the man or woman specified is available. It saves the specialists many miles and helps save nights to spend at home, too.

The calendar takes away a lot of worry about date mixups, and it means the extension staff can spread the work more evenly. The county extension staff can get a good look

at what the year's program involves.

It helps in making personal plans—spending time with the family, on vacations, and for other activities.

We're pleased to think that other people believe that this project is worth while, too. A large calendar manufacturer has contacted us and plans to take the project over for the coming year. This will relieve us of all responsibility other than gathering meeting dates.

• The American Institute of Co-operation holds its annual Summer Session at Cornell University, Ithaca, New York, August 15-19. This is the big educational feature of the year in the field of farmer cooperation for extension workers and other educators as well as for directors, managers and other employees of the associations. Monday is Youth Day, Tuesday will be devoted to organizational problems, on Wednesday business operations will be studied and on Thursday morning educational activities will be reviewed.

Then on Thursday afternoon and on Friday extension workers will have a four-session workshop to improve their activities related to cooperatives. Extension administrators, economists, and cooperative officials will pool their ideas on how to do what.

Slides for Loan

MRS. MYRTLE D. NEGLEY
Home Demonstration Agent,
Denton County, Tex.

bers were invited to use the slides in the home demonstration club, parent-teacher association, and church circle meetings, and most of them have done so. A conservative estimate would be that three or four hundred people have seen the polio slides. Janie used the machine and her mother told the story.

Mrs. W. A. Merritt, of the Ponder home demonstration club, sponsors a flower show at Ponder each year. She showed a set of slides on flower arrangement to her club members before their last show and reported, "Really, those slides helped 364 people to appreciate nice flower ar-

rangements. We had that many at our show, and it was much prettier than we have ever had before, thanks to the slides."

When Mrs. W. B. Stallings of the Mustang Community Club and the East Prairie home demonstration club found that she was responsible for the program at a community meeting she rushed to the office to see if she could have the machine and some slides. Luckily, she could. She reported, "It was one of our best meetings. We had slides on pasture improvement, silos, and poultry, and it seemed there was something to interest everyone."

"INEZ, will you please reserve the slide projector and screen for our club for January 15, and order us some good slides on raising baby chicks, or other poultry subjects?"

Inez is the office secretary and this is typical of the requests that have been heard in our office since January 1952, when Al Petty, county agricultural agent, and I trained 35 leaders from 17 of the 19 home demonstration clubs in the county to use the machine. These leaders have taught many others to use the projector.

It all started at a training school which Jack Sloan, visual aids specialist, held during 1951 for the agents in District 4. He told us that the soil conservation people had some money which they could use to buy equipment which would advance the soil conservation program in the county. Our soil conservation district bought a very good slide projector which is kept in our office. At first it was used only by the extension agents and other agricultural workers.

Then we had an idea—why not teach the farm people to use the machine so they could always have good programs, without being dependent on professional people? Hence, the training school.

Mrs. W. W. Marshall and her 11-year-old daughter, Janie, of the Stony home demonstration and 4-H Clubs, respectively, showed a set of slides on polio to the home demonstration council and to a community 4-H Club. The council mem-

Reporting by Tape Recorder



MARTHA JONES, home demonstration agent in Lafayette County, Mo., and Jennie D. Simpson, State extension agent, are shown preparing a tape recording for Miss Jones' next radio appearance.

A library of such tape recordings is maintained in Texas for the use of farm radio editors and county agents as described by Director Gibson in the May REVIEW. Open-end recordings are from 2 to 4 minutes in length to allow the broadcaster time for local additions.

The tape or wire recorders are be-

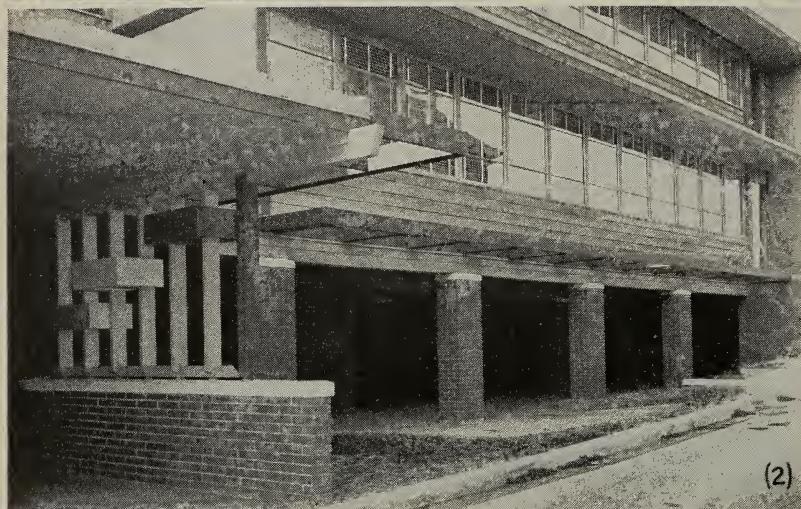
coming increasingly important items of county extension offices and field equipment. They have proved their usefulness for preparing interviews with farmers and homemakers, in reporting results of demonstrations by demonstrators, when live broadcasts are impractical, and for recording discussions at important meetings.

Some county extension agents have made their tape recorder serve a dual purpose by using it also as a dictating machine.

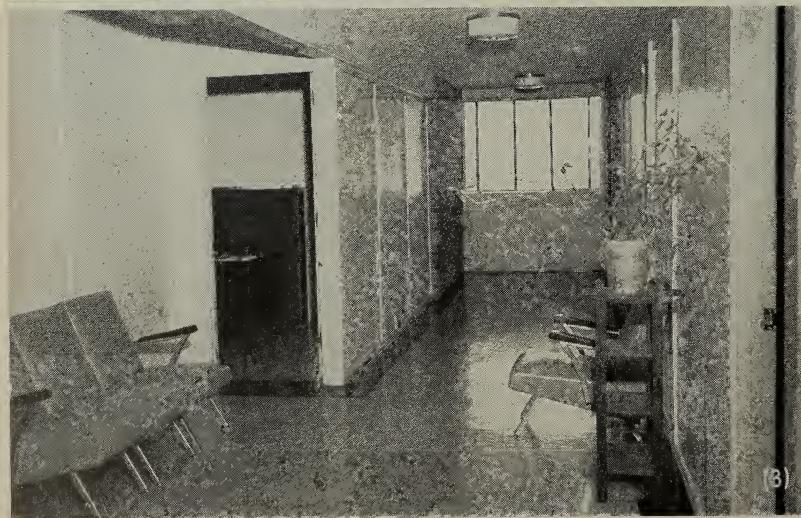
New Negro Extension Building



(1)



(2)



(3)

THE dedication of the new extension building and library for negro educational work in Rowan County, N. C., marked a milestone in the self-help activities of these progressive rural people. Modern in design, artistic in treatment, it is an expression of the vision and the practicality of the work of County Agent E. A. Goodrum; Home Demonstration Agent Mrs. Annie Johnson; Librarian Mrs. Pearl Younge; and the many enthusiastic and hard-working people who make these education programs click.

An auditorium, demonstration kitchen, open market space under the building, offices, children's library, as well as adult and periodical library rooms, up-to-date and efficient offices and conference room for extension activities, are just some of the features of the building.

Thus equipped, these two agencies are looking forward to a future of even greater usefulness to those they serve.

Keys to the new Rowan County Branch Library and Extension Building are presented to the occupants: (1, left to right) John Erwin Ramsay, architect; P. K. Dry, chairman of the board of county commissioners; Mrs. Pearl Younge, Mrs. Annie Johnson, and E. A. Goodrum.

The most unusual feature of the new building is shown in picture 2, the country market place. The open area will be used for the sale of surplus vegetables and produce. At the left is the entrance to the auditorium.

The hall and vestibule shown in 3 are on the second floor. To the right are the offices of the county agents and their assistants, and to the left a sewing room, workroom, and conference room.

What Brings Out the Crowd?

(Continued from page 142)

van. They accepted the sponsorship and appointed a ten-member committee. Two months before the scheduled event, three representatives from the State Extension Service met with this group.

The State personnel described the caravan to the group by using model exhibits, pictures, and other visual aids, and outlined the local preparations necessary.

A picture was taken at this meeting of the sponsoring committee for advance publicity purposes. Even though this was referred to by someone as a "mild form of blackmail," the picture did fix responsibility for the success or failure of the Cornhusker Caravan.

On the first of January, the monthlong intensive publicity campaign was started. News stories, cut-lines, picture mats, a part of the suggested 30-day publicity program prepared by Extension Editor George Round's staff—were locally adapted by inserting as many local names as possible. Then these news stories with mats were personally presented to the editors at least a week in advance of his deadline. These were widely used by three local publishers. The local newspaper used 40 column inches of copy and 10 two-column pictures on the front page.

These advance releases impressed upon the retail committee of the Loup City Chamber of Commerce the opportunity of tying in a trade day with the Cornhusker Caravan. They published a four-page advertising announcement on a newspaper-size format which was mailed to 3,400 rural boxholders.

The front page of this "Cornhusker Caravan Special" carried a picture of the sponsoring committee, 6 large pictures of the various agriculture exhibits, and 10 pictures of agricultural extension specialists who would answer questions brought up by the display. The remaining three pages advertised Cornhusker Caravan trade day specials.

To further tell folks about the caravan, 500 handbills were printed locally and posted throughout the county. These were paid for by the Farm Bureau and distributed with the aid of 4-H Club members. The Farm Bureau also purchased advertising in two papers which cover the county to announce the coming of the caravan.

The use of window display posters was not overlooked. Some 100 of these prepared at the extension editor's office were displayed in business places in the county's towns.

Two weeks before the "road show" was to arrive, I met with the caravan committee to complete plans. Subchairmen for the committees to handle the various tasks were set up. These committees included building equipment, loading and unloading crew, coffee and doughnuts, dinner for caravan workers, exhibit narrators, and registration. These subchairmen were placed in complete charge of their division and worked under the committee chairmen, who in turn reported to me.

About a week before the showing,

I sent letters of invitation to 300 members of 4-H Clubs, 313 home extension club members, and to all rural and urban schools in the county. Also, within these last days radio broadcasts were submitted to four radio stations.

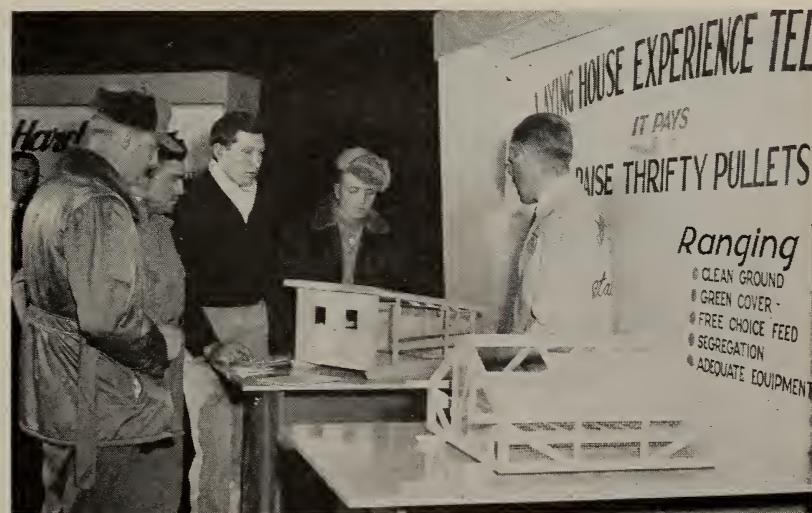
The day of the Cornhusker Caravan the committees flew into action. The building and equipment committee worked with the caravan crew chief in deciding the best location for the 140 feet of exhibitions and insuring an adequate supply of electricity for the many lights.

At least 10 farmers were on hand at 7:30 a.m. with their loading chairman, to assist in unloading the nearly 9 tons of exhibits from the big moving van.

Home economics specialists briefed home extension leaders selected to assist in narrating the modern kitchen and easier housekeeping exhibits, and State 4-H Club leaders explained their display to their county leaders.

When the registration cards were tallied at the end of the day, 1,024 of Sherman County's 6,000 persons had visited the Cornhusker Caravan.

Good Models Tell a Better Story



Models help farm people viewing an exhibit to visualize relative size and manner of construction. These models are a part of the South Dakota Better Farming—Better living Motor Caravan operated this past winter, attended by 18,204 at 25 stops. The models can now serve a useful purpose as exhibits in county extension offices or in the show windows of lumber yards or poultry supply dealers.

New Extension Offices

YOU would have difficulty convincing the county extension staff of Stanislaus County, Calif., that any other county group has more complete and modern quarters than those they occupied in November 1953 and helped dedicate this past April.

One reason for such confidence is that their offices are exceptional; another is that after being crowded together in outgrown basement rooms, the 12 farm and home advisers could be expected to become enthusiastic about any change for the better.

Farm families calling at the new offices or meeting in one of the three auditoriums already have seen some of the ways the new offices can serve their needs better. First off, visitors find parking space for 500 cars around the new building, known as County Center No. 3. Extension offices occupy about a fourth of the total space which lies under three acres of roof, the remainder being used by the staff of the county agricultural commissioner

and county superintendent of schools. The three auditoriums shared by the three groups make up the remainder of the building, the auditoriums holding 500, 250, and 75 persons, respectively.

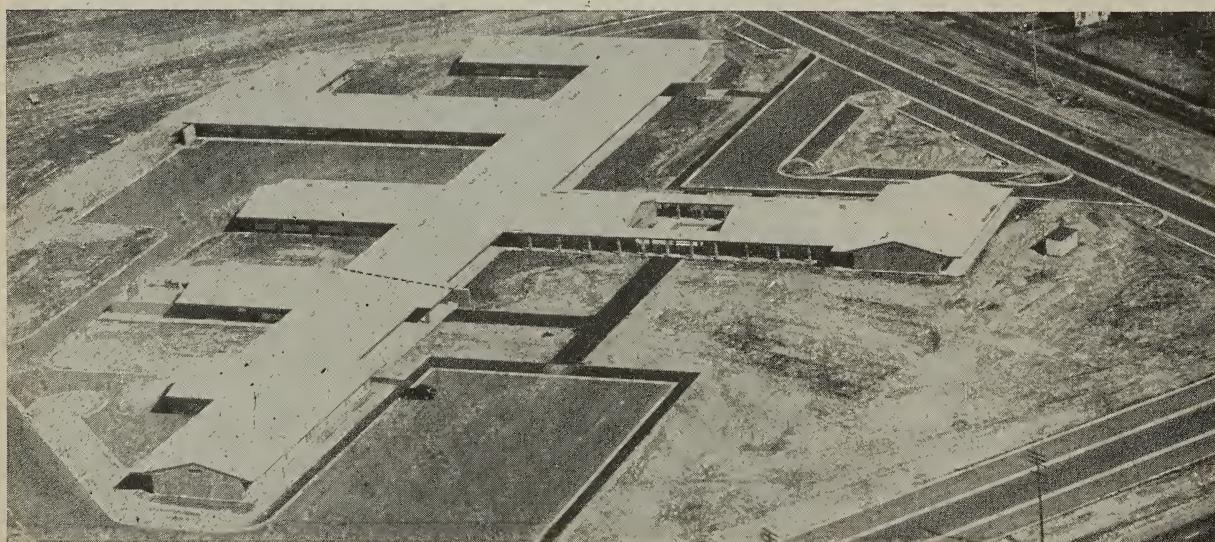
Farm callers enter a door near a large sign reading "Agriculture" and come to the reception counter. From there, they are directed down a hall to the rooms of the farm and home advisers they wish to see—the names of these staff members being marked plainly on the doors. The farm and home advisers have 10 individual and 4 double offices, all of them with large window areas, acoustic type of ceiling covering, fluorescent lighting, and air conditioning.

An outstanding feature of the building is the home economics laboratory, equipped sufficiently to train 20 project leaders at one time. Two model U-shaped kitchens contain special storage conveniences, and have working counters of varying heights designed to fit the purposes for which they are to be

used. The rooms also include such equipment as a home freezer, automatic washer and dryer, refrigerator, ranges, and special sinks. The work space opens out into a large room which can be used as a clothing laboratory or as a home furnishing workroom.

Other special rooms include a soils laboratory, technical laboratory, library, a cold storage room for fruit specimens, a small kitchen, exhibit rooms, equipment room, photographic darkroom, radio broadcasting booth, and storage space. A combination bulletin storage and workroom includes such labor-saving pieces as a mimeograph, multilith, addressing machine, folding machine, and foot-operated wire stapler. The front office contains desks for five stenographers and a receptionist, in addition to the files.

"The new quarters represent the feeling among Stanislaus County farmers that their county, ranking seventh in agricultural income for the country in 1953, should have an



Aerial view of the new county office building in Stanislaus County, Calif. Agricultural Extension occupies the near end of the building up to the part marked by the broken line. The extension staff shares with two other county groups the use of the three auditoriums located in the wing to the right.

adequate extension office," says Farm Adviser Volz. He points out that in 1953, the 6,610 farms there marketed 115 million dollars worth of agricultural products.

The present quarters began to take form in the minds of a committee selected from county planning conferences held during the early 1940's.

From Bugaboo to Simple Chore

(Continued from page 136)

so he can record his farm and home visits, his meetings and the projects on which he spent the day. There's also room for his mileage. The agents are cooperative in making their notes in red or green ink so their writing will stand out from the rest of the notes for that day.

At the end of the month, when it's time to put the statistical report together, it's easy to transfer the figures from the daily report to two worksheets which are a replica of the printed monthly report form.

Here is our method for making up the annual statistical report: We use four different master sheets for each of our five agents—including the township agricultural agent. There's a line for each month on all the master sheets—the regular 8½ by 11—and the sheets are kept in a looseleaf notebook. I transfer figures from the monthly report form to the master sheets in my "leisure" time.

At the end of the year, we make the total for the annual report in a few minutes with an adding machine. We never worry now about meeting the deadline.

A 5-Year Efficiency Plan

(Continued from page 131)

table slide viewer; two individual desk fans; and a master office exhaust fan.

In 1953—additional metal filing cases; two additional metal storage cabinets; homemade self-service bulletin rack, and three new bulletin boards; demonstration and illustra-

tive equipment and material, such as sewing machine, portable table, pressure gage tester; one additional dictator unit for the dictating system; and the entire office redecorated.

In 1954—the addition of eight books to the office reference book file; set of demonstration equipment for livestock management demonstrations; public address system with adapter for both inside and outside use as well as AC and DC current; tape recorder; automatic folding machine; and a portable chalk board.

In 1955—one additional farm level; one additional dictator unit for dictating system; a motor-driven mimeograph machine to replace a hand-driven one, and one additional camera.

Yes, the "want list" in that 5-year plan was long, and the cost price ran into staggering figures; yet every item—and more—that is mentioned in 1951, 1952, 1953 and 1954 has already been purchased and is now in use in the Clay County office—most of them ahead of schedule.

The Clay County office staff will tell you that the answer to this achievement is in having a definite plan and then explaining this plan and its anticipated results to the local leaders, sponsoring group, and the others in position to help who are interested in obtaining the maximum benefits from the Extension Service. Generally speaking, they believe sufficient public funds are available to support a sound, aggressive, education program.

Attention to office efficiency has made it possible to increase the service to Clay County farm families. Office and telephone calls have more than trebled since 1950. Agents wrote more than 1,500 more letters, and tested 1,400 more soil samples each year; twice as many circular letters were sent out, and attendance at meetings has jumped from 8,282 to 13,911.

- Two Michigan agents, MARVIN DAVENPORT, agricultural agent, and DOROTHY SCOTT, home demonstration agent, leave a calling card when the family is not at home. On one side are the pictures

and names of the two agents and the address and telephone number of the Iosco County Extension Service. The other side reads: "So sorry you were not at home," with a check mark before one of the following reasons for the call, "Stopped to get acquainted; drop in and see me when you're in town; called in response to your request; wanted to discuss; can you get in touch with me at the office or by telephone on

How Does Your Office Grow?

(Continued from page 141)

rather easily. It also has made it possible for the secretarial staff to handle the filing of all distribution materials and almost all correspondence without having any questions.

With a file guide such as this, each person in the office can locate material relative to any subject.

A change in files, using this filing guide was then pretested for about 9 months in representative county offices where agents had served on the committee. The county offices used as a pretest included one of the small counties with only 2 agents, as well as one of our largest counties with 12 agents, and other county offices with 3 or 4 agents. After the pretest period, agents again assembled, worked out the kinks, and the present file guide copy was presented at a series of 5 district meetings to all agents in the State.

Gradually, this file guide has been put into use in more than two-thirds of the counties in the 2 years following the presentation to all county offices. It is meeting with a high degree of acceptability. Again, I would like to repeat that the key to its acceptance has been that it has been worked out with joint thinking of agents, secretarial staffs, and State staff. Credit must be given to the material and information obtained at the Wisconsin summer school office management course taught by Charles Potter, field agent, Federal Extension Service, who has retired.

UNITED STATES
GOVERNMENT PRINTING OFFICE

PENALTY FOR PRIVATE USE TO AVOID
PAYMENT OF POSTAGE, \$300
(GPO)

DIVISION OF PUBLIC DOCUMENTS

WASHINGTON 25, D. C.

OFFICIAL BUSINESS



How Does Your Label Read?

The county extension office sometimes is as elusive as the needle in the haystack. The signs marking the office are many and varied. The extension public relations inventory of 1951 showed this inadequate labeling to be an important obstacle in the way of better public relations. This sign on the Manhattan, Kans., office is plain and informative. The three agents in front of their sign have a dynamic program underway in Riley County. They are: Elmer Blankenhagen, Mrs. Billie Jean Burnette, and Loren F. Goyen.